Dear Colleague,   August 2, 2002

This is day 180 of our 1000 day economic plan. An important component of the plan is implementation of a new mission for Information Technology.

Our objectives are straightforward and bold: Utah residents will be able to access most state services online, 24 hours a day, 7 days a week. We will implement systems that are integrated across the state enterprise, and in time will be integrated with local governments, other states and key federal agencies. Our new vision will provide improved customer service and taxpayer savings.

This letter follows over three months of consultation with executive management, product managers and information technology managers throughout state government. My purpose in writing is to signal not only a new focus, but a new urgency.

The following changes will be implemented:

1. **Cabinet as Governing IT and eGovernment Board for Executive Branch**: The Governor's Cabinet is designated as the governing body for IT and eGovernment within the Executive branch of State government. As such, the Cabinet will choose between competing priorities. The Governor will serve as the final arbiter of disputes. At each meeting of the Cabinet, it will be the Chief Information Officer's responsibility to provide a status report on each relevant project and to create a context for decisions that must be made.

2. **Organization of the CIO's Office**: The State's Chief Information Officer is the person responsible for the IT and eGovernment implementation and management within the Executive branch. In order to better facilitate implementation within the agencies and to assure that improvements are made in a way that complements the statewide enterprise, the following organization changes will be implemented by September 1, 2002:

    a. **Assistant State CIO Positions**: Each cabinet level department will designate a person as an Assistant State CIO (ACIO) from an existing FTE.

        • The ACIOs will be appointed by the Executive Director of their agency and their appointment will be confirmed by the CIO.

- The ACIOs will report to both the Executive Director of the agency and the CIO.
- The ACIOs will balance their time between agency and enterprise missions.
- The ACIO position will be an exempt position unless waived by the Governor.
- The ACIOs will have operational responsibility for IT in the agency.
- The ACIOs should understand both IT and business needs of the agency.
- The ACIOs will have a key responsibility for adding value to agency missions and will be key players in agency executive management teams.

b. **Create Deputy CIO (DCIO) for IT Position**: The DCIO for IT will report to the CIO. The DCIO for IT will work closely with the Director of ITS and the ACIOs to ensure that the state has a strong enterprise-focused IT infrastructure. The DCIO for IT will also be responsible for providing ACIO functions to Executive branch agencies that do not have an ACIO.

c. **Create Deputy CIO for eGovernment Position**: The DCIO for eGovernment will report to the CIO. The DCIO for eGovernment will have primary responsibility for driving our eGovernment efforts. Assisting the DCIO for eGovernment in these efforts will be the Product Management Council. The council is a staff team of agency product managers who are responsible for coordinating the eGovernment efforts in their agencies.

The DCIO for eGovernment will have the following responsibilities:

- Chair the Product Management Council.
- Work closely with agency-level product managers
- Manage and coordinate eGovernment projects.
- Serve as general manager for the utah.gov and Innerweb websites and the infrastructure that supports them.

3. **Establishment of Enterprise Projects.** An enterprise project will be any project that crosses departments, government agencies, levels of government, or other entities. Enterprise projects will be initiated using a three-stage process:

a. Vision. In the vision stage, initial ideas are gathered by the CIO's office from various sources. The CIO's office will track proposed projects and engage the Product Management Council (in the case of eGovernment projects) or the ACIOs (in the case of IT projects) in initial project planning, discussion, and evaluation. The CIO's Office will also coordinate with potential participating agencies to assess the initial business case, including conducting customer

focus groups, where necessary. The CIO will regularly provide the Cabinet with a prioritized list of proposed projects for review.

b. Scope. After review and prioritization by the Cabinet, a project enters the scoping stage. In the scoping stage, the CIO's Office, working with the Product Management Council (in the case of eGovernment projects) or the ACIOs (in the case of IT projects), coordinates with potential participating agencies to create a project scoping document (also called a product proposal document) which includes the following information:

- Project scope and purpose.
- Participating agencies
- Anticipated cost and initial timeline
- A business case. including customer focus group results where applicable

This scoping document will be presented to the Cabinet for review and approval.

c. Charter. After the scoping document is approved by the Cabinet, the Enterprise Project is ready for chartering. A charter represents a memorandum of understanding among participating agencies and obligates them to provide specific resources that may include financing, personnel, space, and capital. The charter will be signed by the participating agencies.

4. **Appointment of Enterprise Executive**. Each Enterprise Project will be headed by an Enterprise Executive. Enterprise Executives will serve as the general manager for their project. This position will be appointed by the Governor and generally be part time and concurrent with other duties. The percentage of time to be committed to the project will be agreed to on appointment.

5. **Creation of Enterprise Project Steering Committee.** Chartered projects will be governed by a steering committee called an Enterprise Project Steering Committee. The committee is a staff team of agency executives. Agency executive directors may serve on the committee themselves or appoint another member of their executive team as their delegate.

6. **ITPSC Executive Branch Membership Reconstituted**. The Information Technology Policy and Standards Committee (ITPSC) is established by statute for the purpose of coordinating standards and policies among branches of government. Executive branch members of ITPSC should be chosen by the executive director of the agency from the executive leadership of the agency and have primarily a business rather than IT focus.

7. **UECC Disbanded**. The UECC was formed several years ago by executive order and has served an important purpose, but it is replaced

under this new organization by the mission of the DCIO for eGovernment and the Product Management Council.

8. **Continued Emphasis on Business Needs**. The Enterprise Project process will strengthen our emphasis on business needs driving our eGovernment and IT initiatives.

9. **Communicate, Communicate, Communicate.** Through effective communication and training we will build an enterprise IT community that links people working on IT projects in the state and provides communities of practice in key technologies and business practices.

10. **ITS Responsibilities.** The Division of Information Technology Services (ITS) is responsible for implementing and delivering enterprise IT services. ITS is charged with providing basic IT services to agencies effectively and efficiently to assist them in achieving their mission.

As part of the consultation process, a number of Enterprise Projects have been discussed. To jump start the implementation, I ask that the following be presented at the September Cabinet meeting:

1. Master licensing system: vision and scope
2. Common payment portal: vision and scope
3. eREP: charter
4. One-stop business registration: charter
5. Citizen Directory: vision
6. e-procurement: vision
7. Homeland security: vision and scoping
8. Email consolidation: vision, scope, and draft charter
9. Security: vision and scope
10. Web hosting: vision

The cabinet will be asked to review these documents and prioritize them so that we can begin the process of completing these important projects.

We have embarked on an exciting new era.   If we are to succeed, we must work together to improve collaboration, increase velocity and broaden participation.   I ask you to join me in this significant effort.

Sincerely,

Michael O. Leavitt
Governor

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